

**Minutes: Triathlon England Management Board (TEMB)**

**Venue:** Zoom call

**Time:** 4.30 - 7.30pm

**Date:** Wednesday 27<sup>th</sup> January 2021

**Present:** Debbie Clarke, Chair (DC), Kevin Currell (KC), Claire Jenkinson (CJ), Halima Khan (HK), Sally Lockyer (SL), Louise McFadzean (LM), Karen Rothery (KR), Andy Salmon (AS), Tracey Sample (TS), Sarah Taylor-Hough (STH), Avi Tillu (AT), Stephen Watmough (SW).

**Apologies:** None

**In attendance:** Jamie Gordon (JG), Duncan Hough (DH), Helen Marney (HM), Jonny Hamp (JH) (Item ), Jonny Riall JR) (Item )

	Agenda Items	Responsible	Date action by
1	<p><b>INTRODUCTION</b></p> <p>DC welcomed everyone to the meeting and especially Claire Jenkinson following her appointment as Council Appointed Director for Eastern regions.</p> <p><b>1.1 Apologies for absence</b></p> <p>None.</p> <p><b>1.2 Declarations of interest &amp; Gifts</b></p> <p>None.</p> <p><b>1.3 Minutes of meeting held on 14<sup>th</sup> August and 12<sup>th</sup> October 2020</b></p> <p>Both minutes were approved as an accurate record.</p>		

	<p><b>1.4 Action list and matters Arising</b></p> <p>The action list was noted.</p>		
2	<p><b>KEY WORK AREAS</b></p> <p><b>2.1 Membership</b></p> <p>A report had been previously circulated and SL provided a verbal overview.</p> <p>DC advised that on 18<sup>th</sup> January 2021, the BTF Board had met to consider project Apollo, the proposal to invest significantly in a CRM and digital infrastructure. She advised that the BTF Board had, after much consideration, decided not to approve the very significant investment at this time. DC summarised the outcome as follows:</p> <ul style="list-style-type: none"> <li>• BTF Board has decided not to proceed with the proposal at this time;</li> <li>• Board wished to recognise and appreciate the tremendous work of the project group (and you Anne re the financial projections);</li> <li>• Board recognises the need for this type of intervention;</li> <li>• Given the significant uncertainty surrounding financial projections, due to Covid-19, the proposal presents too great a risk at this time, however;</li> <li>• The team is encouraged to now focus on a plan to:             <ol style="list-style-type: none"> <li>1. Mitigate the technological/marketing risks articulated in the organisational Risk Register;</li> <li>2. Focus on shorter-term more tactical opportunities for revenue growth;</li> <li>3. Utilise lower levels of investment.</li> </ol> </li> </ul> <p>The TEMB discussed project Apollo at length, acknowledging the very uncertain financial projections that had been prepared. It</p>		

	<p>was agreed that the organisation must capitalise on the growth in popularity of cycling and running and indeed of open water swimming. It was also agreed that virtual events presented a good opportunity for engagement and growth and that this would be covered at the next item.</p> <p><b>2.2 Digital Participation</b></p> <p>Jonny Hamp (Head of Events) delivered a presentation on how the organisation had been developing digital offerings. The presentation outlined a 3-phase approach, including the very successful #FeelGoodFive Strava Challenge held in January 2021 which engaged circa 69,000 participants.</p> <p>The presentation stimulated several ideas for development and was very warmly received by the TEMB.</p> <p><b>2.3 Commonwealth Games</b></p> <p>Jonny Riall (Paratriathlon Head Coach and England Team Manager, Commonwealth Games 2022) delivered a presentation on team preparation for Birmingham 2022.</p> <p>He advised that Bex Milnes and Rhys Davey would share the Head Coach role and Scott Murray and Mark Buckingham would be Assistant Coaches. JR updated on thoughts about team selection and preparation and will provide further updates at future meetings.</p> <p>An investment of £40,000 had been secured from Sport England and the balance of the required budget would be planned over the next two financial years.</p> <p>The presentation was very warmly received by the TEMB.</p>		
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3	<p><b>STRATEGIC TOPICS</b></p> <p><b>3.1 Development Strategy</b></p> <p>Helen Marney (Development Director) delivered a presentation on the emerging Development Strategy. The strategy is built around 3 core themes:</p> <ul style="list-style-type: none"> <li>• Active People</li> <li>• Active Places</li> <li>• Active Lives</li> </ul> <p>TEMB members received the presentation very positively. Acknowledging that the presentation is a work in progress, the imagery used was commended. It was agreed that great care was needed around terminology, to be clear about which people and communities we are referring to and also to make it clear that this was a specific swim, bike, run strategy.</p> <p><b>3.2 First Principles</b></p> <p>A report had been previously circulated, along with a copy of the First Principles document. The documents primary purpose was to clarify the respective roles of BTF and TE but also served to clarify a number of other aspects involving BTF, TE, TS and WT.</p> <p>AS emphasised that this was a live, working document, subject to regular updates.</p> <p><b>3.3 Strategy Refresh</b></p> <p>AS described how, arising from the work on First Principles, there was now a clear opportunity to refresh both the BTF and TE strategies to make a clearer distinction between the respective roles of the two divisions of the company. However, it was</p>		
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	<p>suggested that this should be done properly and inclusively and that this therefore wait until we can engage people in a face-to-face manner. This was agreed.</p> <p>The question of whether the three Home Nations could afford to invest in Project Apollo, without BTF investment was raised. This can be factored into the work arising from item 2.1.</p>	AS	
4	<p><b>ORGANISATIONAL HEALTH</b></p> <p><b>4.1 Planning</b></p> <p>A report and draft Scorecard for 2021/22 had been previously circulated. Following a discussion, it was agreed that planning should remain very flexible beyond 31/3/2021. Whilst a 12-month budget should be produced for review by the Board, the executive team was encouraged to plan on a quarterly basis, rather than an annual one.</p> <p>AS to review 2021/22 planning process.</p> <p><b>4.2 Finance</b></p> <p>A report had been previously circulated and LM provided an overview.</p> <p>It was agreed that scenario planning was necessary and should start with an absolute worst-case scenario.</p> <p><b>4.3 People</b></p> <p>A report had been previously circulated and was noted.</p> <p><b>4.4 Governance</b></p> <p><b>4.4.1 British Triathlon Safeguarding and Protecting Children Policy</b></p>	AS	

	<p>The proposed policy was approved, subject to some minor amendments. It was noted that the next step would be a policy for the protection of Vulnerable Adults. It was also agreed to clarify the approach to online safeguarding.</p> <p><b>4.4.2 British Triathlon Complaints Policy</b></p> <p>The proposed policy was approved.</p> <p><b>4.4.3 Terms of Reference - British Triathlon Technical Committee</b></p> <p>The proposed Terms of Reference were approved.</p> <p><b>4.4.4 Terms of Reference - British Triathlon Events Committee</b></p> <p>The proposed Terms of Reference were approved, subject to the removal of individual names.</p> <p><b>4.4.5 Terms of Reference - British Triathlon Remuneration Committee</b></p> <p>The proposed Terms of Reference were approved.</p> <p><b>4.4.6 British Triathlon Risk Register</b></p> <p>A draft register in a new format had been previously circulated for information. It was noted that the Audit, Risk &amp; Governance Committee would meet on 4<sup>th</sup> February and would review the register in detail.</p> <p><b>4.5 2020 AGM Minutes</b></p> <p>A report had been previously circulated.</p>	AS	
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	<p>The AGM Minutes were approved and the 2021 date was agreed as 20 November 2021. A decision on whether to hold the 2021 AGM virtually would be deferred to a alter meeting, noting the 2020 AGM had the highest attendance on record and was the least expensive to deliver.</p> <p><b>4.6 Sustainability</b></p> <p>A report and associated documents had been previously circulated.</p> <p>Discussion considered whether environmental sustainability constituted core work during the current crisis. It was agreed that this was a critical work area in order to be a responsible organisation and to attract and retain talented staff and volunteers.</p> <p>The Board approved the establishment of a Sustainability Commission (and the Terms of Reference proposed) and the signing of the UN Sports for Climate Action Framework.</p>	AS	
5	<p><b>PORTFOLIO REPORTS</b></p> <p><b>5.1 Talent</b></p> <p>The report was noted.</p> <p><b>5.2 Marketing &amp; Comm's</b></p> <p>The report was noted.</p> <p><b>5.3 Events</b></p> <p>The report was noted.</p> <p><b>5.4 Membership</b></p>		

	<p>Covered at Item 2.1.</p> <p><b>5.5 Duty of Care</b></p> <p>The report was noted.</p> <p><b>5.6 Diversity &amp; Inclusion</b></p> <p>The report was noted.</p> <p><b>5.7 Event Engagement &amp; Rules &amp; Tech</b></p> <p>The report was noted.</p> <p><b>5.8 Participation</b></p> <p>The report was noted.</p> <p><b>5.9 Commercial</b></p> <p>The report was noted.</p> <p><b>5.10 Triathlon Trust</b></p> <p>The report was noted.</p> <p><b>5.11 TE Council</b></p> <p>JG provided a verbal update.</p>		
6	<p><b>CLOSE</b></p> <p><b>6.1 Date of Next Meetings</b></p> <p>16<sup>th</sup> March 2021 (Budget call) 24<sup>th</sup> April</p>		



	<p><b>6.2 AOB</b></p> <p>STH proposed the establishment of a Coaches Group. HM advised that there is already a working group for Project 21. AS suggested that the purpose of such a group should be clear before it is established.</p> <p>JG offered to work on scoping a purpose and bring back any proposal to TEMB.</p>	JG	
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